

An introduction to risk

Workshop evaluation

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Introduction

The purpose of this report is to evaluate the three workshops that were delivered by Attend Academy on behalf of the Time for Health partnership as part of the Volunteering for All initiative, funded through The Office of the Third Sector (The Cabinet Office) and CSIP (Care Services Improvement Partnership). This training session focused on providing delegates the opportunity to gain a clear understanding of the changing nature of volunteering and implications of failing to manage and embrace change effectively at operational and strategic levels.

The report seeks to:

- Identify the key strengths and areas for development of the workshop design and delivery
- Establish the benefits to the individuals who attended
- Establish how the learning can be applied in volunteering programmes.

This workshop was delivered in three locations and was attended by a total of 65 delegates.

NB. Five further Volunteer Services Managers (VSMs) wished to attend the workshops, but were unable due to prior commitments and the limited notice available. These VSMs were added to the distribution list and received a write-up of the sessions and additional follow-up resources.

This evaluation is based on an abridged version of Hamblin et al's model of training and development evaluation. The following levels are considered in turn:

1. Reactions of delegates

This focuses on the content of the course together with venue and quality of delivery.

2. Impact on learning/job behaviour

This can be broken down further to establish the effect of the workshop on delegates' knowledge and skills and confidence in applying learning within their volunteering programme.

3. Impact on the department/organisation

Assuming there is an effect on job behaviour, it is likely that this will contribute to department/organisational goals.

Questionnaires were distributed prior to the close of the workshop a 58% response rate was achieved.

Also, additional interviews were undertaken two months after the workshops to explore issues in further depth. The questions focused around:

- Has there been anything carried out differently as a result of anything learned from this training session
- Has there been an any impact and benefits developing practice/service delivery.

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Section A – Content

1. Of the sessions that were included in your workshop, please could you rank them in order of usefulness (5 = high, 1= low)

| | Manchester | Leeds | London |
|---|------------|-------|--------|
| Practical Exercises | 5 | 4 | 5 |
| Presentations | 5 | 4.5 | 4 |
| Discussion with other delegates | 5 | 4 | 4 |
| Handouts and other information provided | 5 | 4.5 | 4 |

(the above averages have been calculated from 38 completed questionnaires)

2. On reflection, do you feel there should be any additions/deletions to the subject areas covered at the workshops you attended?

Any specific comments?

A little longer on practical exercises. *Leeds*

More around the interest of the group. *Leeds*

Trainer could allow more space for general discussion. *Leeds*

Excellent presentations. *x2 Manchester*

Found the day thought provoking and interesting. *London*

I believe that all areas were covered in this presentation. *x3 London*

Was a good amount for one day. *x3 London*

The programme was well delivered. *London*

Examples used could have been more focused on voluntary sector. *London*

Nice not to have dealt with Powerpoint. *Leeds*

Fantastic to be spoken to in plain, jargon free English at a pace that I could follow. *x2 London*

Section B – Venue

3. How suitable was the location for this workshop?

| Very Good | Good overall | Fair | Poor |
|----------------|----------------|---------------|---------------|
| 63% | 30% | 7% | 0% |
| Manchester 60% | Manchester 35% | Manchester 5% | Manchester 0% |
| London 70% | London 35% | London 5% | London 0% |
| Leeds 60% | Leeds 20% | Leeds 10% | Leeds 0% |

Any specific comments?

Accessible, comfortable. *x3 London*

It's a shame the hotel didn't have its own car park. *Leeds*

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4. How suitable was the venue for this workshop?

| Very Good | Good overall | Fair | Poor |
|----------------|----------------|---------------|---------------|
| 60% | 40% | 0% | 0% |
| Manchester 60% | Manchester 40% | Manchester 0% | Manchester 0% |
| London 60% | London 40% | London 0% | London 0% |
| Leeds 65% | Leeds 35% | Leeds 0% | Leeds 0% |

Any specific comments?

Hotel undergoing renovation work, occasionally noisy. *Manchester*

Excellent hot lunches. *All venues*

Layout and refreshments very good – very comfortable and relaxing. *Leeds*

Room temperature varied. *x2 Manchester*

5. To what extent do you feel learning was enhanced by working with other delegates?

| Significantly | In many areas | In some areas | Limited overall |
|---------------|---------------|---------------|-----------------|
| 55% | 40% | 5% | 0% |

Any specific comments?

Would've liked more network time around subject matter. *Leeds*

Strong delegate was vocal and didn't listen to what other's were saying. *Leeds*

Broad range of experiences. *x3 Manchester*

Gained insight to other risk factors. *x2 London*

Found the opportunity to work with others who experience the same issues was really enlightening. *x3 London*

Section C – Relevance/impact in the workplace

6. How would you rate the potential impact of the workshop on your volunteer programme?

a. Identify significant risks that potentially could affect safety in your role/programme?

| Positive impact | Some impact | Little impact |
|-----------------|-------------|---------------|
| 50% | 40% | 10% |

Any specific comments?

Intent to implement risk assessment in relation to volunteers. *Leeds*

Interesting to think about risk in a different context. *Leeds*

Highlighted continuous need for training to support volunteers. *x2 Leeds*

Very good, particularly useful to hear true stories. *x3 London*

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b. Analysing the impact of this risk identification/assessment with paid staff, volunteers and members of the public

| Positive impact | Some impact | Little impact |
|-----------------|-------------|---------------|
| 55% | 35% | 10% |

c. Implementing initiatives to manage and minimise risk(s)

| Positive impact | Some impact | Little impact |
|-----------------|-------------|---------------|
| 60% | 35% | 5% |

Any specific comments?

Would like to have longer to action plan with other volunteers. *Leeds*

Good feedback from others delegates. *Leeds*

Must start putting the learning into action right away. *x2 London*

Will enable positive communication within the project. *London*

Have more confidence to implement changes. *x3 London*

Section D – Benefits to the Individual

7. How beneficial did you find the workshop?

a. Knowledge/skills

| Updated knowledge in a range of areas | Update knowledge in some areas | Limited updating to knowledge overall |
|---------------------------------------|--------------------------------|---------------------------------------|
| 60% | 30% | 10% |

Any specific comments?

Extremely informative and interesting. *x3 London*

General knowledge which was useful framework. *London*

Good general background knowledge. *x2 Manchester*

b. Confidence to manage and minimise risk effectively in your volunteering programme(s)

| Greater | Slightly more | Indifferent |
|---------|---------------|-------------|
| 65% | 30% | 5% |

8. Are there any additional comments you would like to pass on about the workshop?

I enjoyed the personal experiences from the trainer but it did impact time for practical sessions. *Leeds*

Fabulous speaker. *x2 London*

Morning session better than the afternoon – some coverage of side issues/took away from group time. *Leeds*

Enjoyed this course as I have with others. *x2 Leeds*

I would not have believed that you could make risk assessment/management so interesting. *Manchester*

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.Andy was a great speaker – interesting, stewardship, accessible, authoritative. *London*

I think it was very helpful – the proof will be in how it works in practice. *London*

Ideally should be a longer session as lots to absorb. *London*

Andy Andrew's made this workshop very interesting, would find his negligence workshop very beneficial and interesting. *London*

Andy Andrew's kept everybody's attention all day. *London*

Would be useful and of much benefit to continue risk management training. *Manchester*

Well worth coming to this course – very well presented. *London*

Have learned to think outside the box. *x2 London*

This capped off an excellent training programme. *x2 Manchester*

Follow-up interviews with delegates

Interview one

1. Please briefly describe if your thoughts and ideas of dealing with risk management have been developed since the session?

I was pleasantly surprised by the course and found I came away with plenty of food for thought. I am not keen on flying by the seat of my pants any more. I've found it's much less stressful to plan ahead and prepare for potential issues that could arise unannounced.

2. Can you highlight if you have implemented any strategies to manage, minimise and monitor risk within your organisation as a result of the training?

I have recently set up a Volunteer Pamper Team who work on our acute mental health wards at North Staffs Harplands Hospital offering patients hand and foot massage, nail painting etc. Armed with the knowledge of risk management that I acquired on your course I ensured that the team of volunteers and staff were aware of risk and we worked together to come up with ideas to minimise it. An area highlighted by the risk assessment that we carried out was a need for ongoing training and we now ensure that volunteers are included on all relevant training for their role, so the Pamper Team for instance all attended the Volunteer Induction Day covering:

- Health and safety essentials
- Infection control
- Data protection and confidentiality
- Communication skills.

Additional training sessions include MAPA (conflict resolution, personal safety), mental health awareness, stress awareness and time management (stress and tiredness can cause mistakes and accidents in the work place), basic skills i.e. numeracy, literacy, English for those who do not have English as their first language.

Another area highlighted was the need to establish whether the client has any issues with any of the treatments on offer, the Pamper Team have designed a simple patient friendly consultation card for this purpose following guidelines set out by the Federation of Holistic Therapists. We have a more detailed consultation card that would be completed by the nurse in charge if the patient had existing illnesses/disease or complex needs.

They use a converted lockable drugs trolley to house massage carrier oils, lotions, nail polish and remover and the file containing health and safety information, consultation cards, training information and copies of the risk assessment and COSHH data sheets. This can then be moved from ward to ward and individual ward managers have immediate access to the information file. This gives staff a clear understanding of the limitations of volunteers, staff are therefore less likely to ask a volunteer to carry out

Follow-up interviews with delegates

3. Are you able to highlight any impact and benefits gained to your organisation in developing improved practice and governance towards risk management?

There are numerous benefits to the Trust from working in this way:

- Reduced number of incidents which take time and man power to resolve
- Enhances the reputation of the Trust
- Reduces misunderstanding and communication errors
- Staff and volunteers that participate in regular training feel valued and are less likely to leave
- Allows our budget to be spent in more beneficial ways instead of paying out court costs/legal fees.

Philippa Cartledge

Volunteer Co-ordinator

North Staffordshire Combined Healthcare NHS Trust

Interview two

1. Please briefly describe if your thoughts and ideas of dealing with risk management have been developed since the session?

As a result of the workshops I felt that we could now formally identify a “weakness” in the administration of risks towards our volunteers, patients and staff in the hospital. It was quite evident that we have not been thorough enough and it has always been a worry for the team here at the hospital in relation to our volunteers and the services we provide.

2. Can you highlight if you have implemented any strategies to manage, minimise and monitor risk within your organisation as a result of the training?

Our volunteers work tirelessly on the wards doing many tasks that they should not be doing. I know that they find it difficult to say “no” when a patient is in need of help and no nursing staff around. Armed with the information I took away, I was able to emphasise to that it is so important not to take on tasks that should be a nursing problem as we are not trained and not given any authority to perform these. This is a very good platform to start with.

Follow-up interviews with delegates

3. Are you able to highlight any impact and benefits gained to your organisation in developing improved practice and governance towards risk management?

So far I have obtained risk assessment forms from yourselves, and other departments where our volunteers work. I am tailoring them to each need. I have met with all managers and highlighted our volunteers and the duties they perform and we are now in the process of writing them up to include minimising and monitoring risks. I am also recording any accidents on a separate sheet.

I should like to say that I found the workshop excellent and reinforced exactly my concerns. My colleague later realised how important the day was and is very glad that she attended.

Jane Perry
Honorary Secretary
Friends of Queen Mary NHS Hospital, Wandsworth

Analysis of findings

Reactions of delegates

Course content

- The presentation was appreciated by many, although some more time for developing action plans during the afternoon would have been appreciated
- Delegates felt more confident with dealing with risk within their volunteering programme.

Venues

- Overall the venues were suitable in terms of location and facilities.

Networking

- The opportunity to meet other volunteer services managers was welcomed overall.

Impact on Learning/Job Behaviour

- The workshop had a significant positive impact on the confidence of delegates to work competently to review and monitor risk management and control
- Many ideas developed at the workshops can immediately reduce implications of risk in the hospital
- Will be developing risk assessments and associated training to manage risk.

Impact on the Department/Organisation

- Will be able to promote risk as a concept to be embraced, where clients' experiences can be improved safely
- Development of procedures and training that reduce the likelihood that volunteers undertake inappropriate tasks
- Significant reduction in staff time needed to resolve problems that could have been avoided in the first place
- Enhances the reputation of the Trust to a range of stakeholders.

Findings from interviews

The strategies and ideas from the introduction to risk workshop are:

- Have developed creative solutions and approach to comprehend risk assessment and risk management
- Have started to complete risk assessment forms to implement and monitor any issues
- An addition to an existing induction programme has been to highlight and place emphasis on risk management. This initiative is beneficial to all volunteers
- Have developed training support for staff who are key to ensuring risk assessment and reviews are implemented
- These new initiatives are supporting the organisations in coping with issues surrounding risk, ensuring this is communicated to all staff and volunteers.

Conclusions and recommendations

Conclusions

- The workshop was delivered in an engaging manner appreciated by the majority of delegates. Some more time dedicated to developing individual action plans would be beneficial.
- Delegates have implemented a range of initiatives to undertake resolving and review issues that surround risk.
- There are a range of benefits experienced as a result of attending this workshop, ranging from improving operational processes, through improving staff morale, to improving the reputation of the Trust in their volunteering programmes.
- Delegates were able to take away something from the workshop tailored to their own situation, and the application of learning ranged from the 'operational' to the 'strategic'.
- This topic is of increasing importance to the effective management of volunteering programmes and is infrequently covered in current training programmes.

Recommendations

1. Develop the workshop design to incorporate more focus on developing individual action plans.
2. Delivery of the workshops in other locations with suitable promotion and notice given to VSM networks.
3. Link the workshop to an accrediting body so it can be developed into a module and support the professional development of volunteer services managers.
4. Develop a bank of case studies to include a full range of risk management issues to capture successful practice and develop 'tool kits' for dissemination.
5. Seek funding to deliver this workshop in other volunteering sectors.